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two and three days in length. Five courses, thirteen weeks in length, have been conducted in the evening. More than 5000 men and women, representing business, governmental, educational, labor, agricultural, trade and professional institutions from coast to coast have been enrolled.

A recent educational activity in which the Council is engaged is a public relations course for executives by mail. Enrollees include top men and women from a number of great national industrial, financial and governmental institutions.

A correlative educational service, early inaugurated, is the Council's efforts to assist in the development of a sound public relations literature. Through a cooperative arrangement with the well-known New York publishing concern, Harper and Brothers, a series of public relations books was undertaken and is being developed. Under the editorship of the President of the Council, three books in the series have been published. Others are in process.

A third effort which the Council has conscientiously made is to interest colleges and universities throughout the land in offering instruction in public relations. It has tendered the full support of its facilities to higher educational institutions which would undertake such instructional work. The success it has achieved along this line cannot be measured in concrete terms. However, it is heartening to see the recent widespread interest in public relations manifested by many colleges and universities.

The newest Council undertaking which might be classed as educational is launching the *Public Relations Journal*. Through the creation of this periodical it is hoped that thoughtful and competent workers in the field can find opportunity for constructive expression which will fructify into far-reaching

and lasting values.

In addition to being educational, the Council is also scientific. Its purpose along this line is to undertake research into the problems, needs and possibilities of public relations as a significant part of our national life. This involves study of principles, practices and tools. A substantial research program is now under way. The 650 members of the Council have been polled to indicate the five topics which the majority desired to have surveyed during the current year. Preferences of more than 200 members have been expressed, the five topics have been selected, and surveys covering them are in progress.

A series of brochures on topics of wide current interest is being developed. These brochures are to be written by well-known public relations men and women. The first one, "Should Public Relations Be a Profession?" is about ready for the printer, and will soon be available for distribution. Others are scheduled to appear from time to time.

This recitation of the Council's record should be enough to satisfy anyone as to the organization's nature and purpose. Council officials think that the record augurs well for the future.

And so carrying on in the future as it has in the past, the Council will have no time to devote to strictly trade activities. Such work belongs to others. Council officials will gladly lend their best efforts to the development of a strong national trade organization. They agree that such an organization would be a great asset to the field. But they have no desire to see the Council become that organization itself. They want to continue and expand the educational and scientific work they have been doing. And they want to see the Council render friendly and valuable aid to all worthy individuals and organizations in public relations. In turn, they hope to be accorded the friendship of all who work in the field.

BLAME YOURSELF if you have a Bad Press

By LEE ETTELSON

Editor, San Francisco Call-Bulletin

IT IS a very great pleasure to be asked, without solicitation on my part, to express my views on public relations, a subject I have been boning up on for years. While I do not officially represent anyone but myself, I feel that more than my personal view is desired. And so I have taken pains to discuss public relations with my colleagues and competitors, to ascertain their views and to report on their thinking on the subject.

First, I should like to discuss an approach. Most public relations men are such in the broader sense, whereas the newspapers come in contact mostly with what we may call press relations men. Therefore what I shall discuss is a public relations *problem* but not a specific public relations *job* in most instances.

For the purposes of this discussion, then, the position of the public relations man in labor matters, his relationship to his employees, to his bankers, etc., do not concern us at the moment, although these matters do concern us where they touch the general welfare and excite or should excite public participation and discussion.

The newspaper comes into the field from the public relations man's self-starting point of view, where: (1) he has something he considers news or for some reason wishes to publish widely; (2) where he has something he most urgently wants NOT to publish or to suppress. The newspaper comes into the field when the paper wants what IT considers news, or in battle array where it finds the public relations man trying to keep it from publishing what it considers news.

I don't wish to define news. All of us know what at least newspapermen

consider news without going into the problem of the man that bit the dog.

Every public relations man knows that if the president of his company is sued for divorce that's news, whereas if the secretary is sued that's only news if some startling or unusual angle is involved. And every public relations man knows that if there's a strike at his plant that's news, but if the sales of his company exceeded last year's by X per cent that's only a financial page item. Why this is so can be saved for the journalism classroom. I assure you it IS so.

Now all this involves a prerequisite for public relations—a fundamental understanding of what is news, how newspapers operate, what kind of people operate them and how these people react to given conditions.

But before we get to this phase of public relations, we first must inquire into the private relations of the public relations man.

It is axiomatic that no chain is stronger than its weakest link. Too frequently the weak link in public relations is the private relationship of the press representative and his company.

The problem generally falls into two categories: The representative who does not have the FACTS; and the representative who is on such a low level of importance in his company that he cannot impress on his employer the errors of a policy of public relations.

There is a third category,—that of the company which has NO public relations setup.

The first failures of public relations men stem from their private relations, and until the latter are ironed out they face a bad press.

It is true, of course, that a public

relations man or his press relations representative could not possibly have at his finger tips all the screwy facts that some city editor might demand on a moment's notice. But he should be able to GET them and get them promptly and get them factually, not wrapped in generalities and double talk.

Only a Stooge

Furthermore, until public relations arrives at a point where it has a dignity equalling that of the sales manager or the production manager, public relations can be considered only a stooge. The organization of the public relations man can make no greater step forward than to raise his own position to that equal to the status now enjoyed by sales and production men. Some public relations men are, of course, the top men in their businesses, with public relations work only a part of their function. But most of them are professional public relations men with press men working under them or subject to their control. Until and unless such public relations men can get quickly and easily to the top man for immediate decisions of policy, until and unless they can control his concept of public relations, until and unless they have facilities the press can use for rapid and precise dissemination of information—until and unless they can do these things, they will have a bad press.

By a bad press I do not mean a hostile press, but a press that while willing to present the public relations man's side to the public cannot do so because his private relations are such that they act as a bottleneck to public relations.

It may not be true that glittering generalities and double-talk imply some sort of covering up, but that is the usual newsman's reaction, and I think the public's. Let me cite a non-industrial case, as an example of the kind of statement which does not add to public acceptance. In Mexico City last Spring

our then Secretary of State, Edward Stettinius, met with a request to explain the complicated voting set-up of the world security organization as worked out in the Yalta conference. From Washington, this statement was released in Stettinius' name:

"The practical effect of these provisions, taken together, is that a difference is made so far as voting is concerned, between the quasi-judicial function of the security council in promoting the specific settlement of disputes and the political function of the council in taking action for the maintenance of peace and security."

I can only say that I feel sure that Mr. Stettinius didn't write that himself, or if he did, he needs a good course in public relations.

Now I have mentioned the three categories, which I repeat: The press representative who does have the facts, the representative who has no influence, and the company so unenlightened that it hasn't even a press relations staff or man.

We are constantly meeting all three and much as I regret to say so the net result of such failures of industry and business to organize properly within is that the company involved usually gets the sadder end of the sack.

A Typical Example

Here is the typical example. It has happened time and again to us of the newspaper business. There's a strike or some labor difficulty at Smith's. The union, well organized, has hardly thrown out its picket line before it hits the newspaper offices with elaborate explanations of its position. True or false, fair or unfair, the union's position is prepared and sent to the press by messenger or over the telephone. So you're the city editor. You call up Smith's to get their side. As a matter of fact, you don't know what the beef is all about. You may not care. Smith's

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may manufacture or distribute some product you never even heard of. You have no interest in the squabble. Your only interest as city editor is that it has been dinned into your ears since birth almost that a newspaperman gets both sides and prints them impartially, insofar as he can.

In Conference

Well, the phone operator at Smith's doesn't know who could answer that question. There's been nothing said to her about such an emergency. So you say, "Well, can I talk to the president?"

You get his secretary. She says, "I'm sorry but Mr. Smith Senior is in a conference and can't be disturbed."

You say, "Well, this is an emergency. Can't you explain we go to press in half an hour and we already have the union's side and I'm sure he'd want his side printed. Can't you slip a note to him under the door?"

"Oh, I couldn't do that, sir. I can't get to him until he comes out of the conference."

"Well," you ask, "how about the first vice-president, where is he?"

"Oh, he's in the conference, too."

"Well," you say, "isn't there someone there who handles public relations?"

"Well, sir, the third vice-president generally does that, but he's in the conference, too."

"Well, all right," you say, "when they all come out of the coffee klatch, tell one of them we called and what we wanted, will you?"

"Oh, certainly, sir."

So you go to press with a story that Smith and Company have a beef on their hands and the union says they refuse to give the women a big enough powder room or whatever the beef is and then at the bottom of the story you add: "Representatives of Smith and Company were not immediately available for comment." That last is certainly an understatement and is cer-

tainly the only fair thing you can write, but what do you think the public thinks of that? Well, so do I.

About three hours later, the third vice-president's secretary, who knows nothing of the press, calls up and says Mr. Glutz has a statement for you and will you please send for it at room 336? Well, you're short-handed and it's out in the end of nowhere and you politely ask if she can't read it to you over the phone.

She says, "I'm sorry, sir, but I was told to telephone the press and to let them call for copies."

And you say, "Well, let me talk to Mr. Glutz."

And she says, "No, sir, I can't do that, he's out to lunch."

Well, it's an important strike and so you send out and get the statement. And here's the gem:

"Smith and Company officials announced that, as far as they know, no strike existed at the plant and that operations are proceeding normally. Any dispute is entirely a matter for the unions to settle and management is not officially concerned."

You think this is an exaggeration? I assure you it is not. I assure you moreover, that it is, if not a daily occurrence, surely a weekly occurrence.

A Widespread Condition

Nor are these conditions confined to the small company. On the contrary, it is astonishing how widespread such conditions prevail among big companies.

So, being a great believer in repeating a thing often enough to get it believed, I have some things to say to the public relations man.

First get your own house in order.

Now, assuming that you have done so, that you have all the means at your disposal to get your story to the public, what of your relations to the press?

If the first problem I mentioned, that

of private relations with your company is widespread in its failures, this next subject is one of epidemic proportions. The average press agent, as he is called, leaves a great deal to be desired. So, unfortunately, do many editors, but since we are discussing press agents we'd better leave the other subject for later going over.

What the Newspaper Wants

Now let it be said loudly and emphatically that the woods are full of good press agents and good public relations men. But instead of discussing such among you, as the radio man says just before unleashing a commercial, let's think a bit out loud as to just what a newspaper wants, what it should be entitled to, what you should and should not do for it.

I don't know how my colleagues and competitors feel, but I most emphatically do not want you or anyone else to do my work for me. In fact, and with all respect, you can't. Only newsmen, trained to a job, can do the job. I want newspapermen, reporters, if you will, to go out and get the news, come in and write it. Jim Smith may or may not be able to write a better story, but I want one of our own men to write about his vice-president's promotion or his train wreck.

But Jim, to use him as an example, has many facilities unavailable to me. Should we, then, do it the hard way and the slow way, or use his facilities? Now Jim has a reputation. And so have all the others at the XYZ Railroad News Bureau. We've found from experience that if they tell you there's only one dead, there's only one dead. So we don't have to call the sheriff's office to check on that one. We call up and want to know where did it happen? How did it happen? Who and how many are hurt or killed? Have you a picture of the engineer? What was his home address?

Now we can get all this ourselves. It might take a couple of days and in the old days of the public-be-damned period it DID take a couple of days. But the press got it. Now you call the XYZ news bureau, they give you the facts you want and then you ask that question about the engineer's wife and address so some gal can run over and do a human interest feature. Well Jim may not have that but by gosh they can get it from personnel and they do get it in a matter of minutes, whereas it might take the reporter alone hours to find the particular John Smith who was engineer of that train.

That kind of cooperation between company and press to my mind is in enlightened self-interest as well as public interest. And you will notice if you deal with such enlightened bureaus, they don't stop and ask if this is a favorable or unfavorable item or angle. They just give you the FACTS. In the train wreck, it's painful publicity perhaps, but the bureau boys know from long, bitter experience, and so do their bosses, that it's best for the XYZ men in the long run. There is nothing worse than trying to impede the press on a homicide or an accident so that the tragedy is prolonged in the press in its efforts to find the truth instead of being a one-day wonder and forgotten the next. Ask any of the enlightened companies who really cooperate with the press.

No Holding Back

And in most of these cases, I must say these boys go beyond the call of duty. Often our first word of the tragedy is given us by the publicity staff itself. Far from holding back, they frequently do their best to get the story into the papers and over with quickly.

I like to remember that fine newspaper man and grand gentleman, the late Al Joy, who did such a magnificent job for the P. G. & E. Time after time

he laboriously gathered complicated facts and figures at the request of the *San Francisco News*, despite the certainty that these facts would be used against him—just as painstakingly as he dug up data for the papers that were on his side.

Now these organizations, the ones with good press relations, not only are helping make better newspapers which in turn better serve the public interest, but they make a relationship with the press that is provocative of many mutual favors, mostly unasked.

And here we come to point two of press relations: Remember that the people that gather the news for and edit newspapers, however much they may resemble their simian ancestors, are human beings, and as such have normal human reactions to friendship and non-friendship.

Unfailing Rules

And so, out of the bosom of my heart as well as the chest of my experience, I give you two unfailing rules for dealing with the press as human beings:

1. Restrict your dealings with the top side, by which I mean the publishers and editors, to background information and discussions of editorial policy.
2. Restrict your sending in of news to the city editors.

The publicity or advertising man who comes in through the front office, or worse yet through the advertising office, usually gets exactly what he is promised by the boss—and no more. If he's a man with several or many accounts, he may get by now and then because of pressure top side or throwing his clients' weight around, but, oh boy! what the city editor does to him the ninety-nine other times when he's on a small account and can't very well bother the publisher or managing editor!

I make it an invariable rule not to

accept copy for publication from publicity men. I say I'll be glad to discuss your problem and suggest ways and means and editorial page support, but—when you have news of the campaign itself, send it to the city editor. I wish every other editor and managing editor would do likewise. I fervently pray that publishers would do so, too.

Nothing so hurts morale as to have copy pushed down the throat of a city editor who is out fighting for news. Nothing so burns him up emotionally—and rarely does he forget. Most city editors are not vindictive. But they get in the habit of saying, "Oh, some more junk (a mild synonym) from that unfortunate result of a canine miscegenation—and it goes in the waste basket or at best gets through with a short. On the other hand, the publicity men who are helpful on major news matters get oodles of unpremeditated help from the papers in small matters.

I personally have no black list and neither has my city desk—but we have our normal human reactions to friendly and unfriendly conduct and almost automatically a lot of what goes into the paper and what stays out are involved in this psychology.

The human factor has further aspects. There's the individual or company who always releases news to morning papers, or in reverse, to evening papers. It is generally this same chap who asks his non-news favors of the very papers he disregards when it's news time.

Alternate Releases

I'm personally no hog. I'm an afternoon newspaper man and all I ask is a fifty-fifty break on important news. When I find a publicity man giving all his important releases or newsworthy statements to the morning newspapers, I immediately order his stuff minimized and furthermore take the same attitude on all he produces, even if the sources

may not be identical. It's his job to acquaint his principal with this point of view. You simply alternate releases between a.m.'s and p.m.'s so far as I'm concerned or you get mighty little treatment out of my afternoon paper insofar as I can control it. Like everyone else I can be pressured now and then but I'm a lousy steady customer for that stuff and so are most of the editors I know.

Then there is the publicity man who wants the newspapers to do all his work and frequently his basic thinking for him. You may not believe it, but about once a month someone comes in and tells me he has such and such a job to promote and can I think of some stunt that I'd care to work up for him. Actually. Regularly. In every newspaper shop in America these ill-fitted news windows blow around in the breezes. Is it my job to clean them out or educate them—or it is yours?

Then there's the press agent who sends over by mail or messenger a hot snappy little item about the bridge party at St. Lucifer's and then clutters up the phone by calling and asking the city desk if the item arrived and telling how important it is. I'll admit that sometimes city editors are dumb, but none of them are so dumb that they have to be told why an item is important and asked if it arrived in the mail?

City Editor a Busy Man

Now, here again, we come to an understanding of newspapers by those who deal with them. First, city editors are the ones to whom news releases should go. But second, city editors are busy men. I've heard that said about presidents, secretaries of state, governors, etc. But city editors are really busy. Even on a dull day there aren't enough phones on one desk to take care of his routine. He has thousands of words of copy to read, hundreds of in-

structions, large and small, to issue personally, over the phone, and by wire to reporters, photographers, and correspondents, and a countless series of informal conferences with his news editor and managing editor, in addition to some formal ones with the latter.

A managing editor always has time to talk. A city editor rarely has time to order a ham sandwich even if he knew where to get one. Unless it's a matter of the most pressing importance, I never call my city editor away from his desk and when I sit there going over things with him it's always to the tune of a thousand interruptions. And yet, press agents will call in and hand him a line about nothing a dozen times a day. How can such a man expect more than casual doses of DTD from a city editor?

More Problems

The same is true of the public relations man who never heard that newspapers, like machine shops, have labor contracts; who expects afternoon papers to cover some small event at night or on a Sunday at overtime; who has never heard of publication hours and expects an afternoon paper to be enthusiastic about a press conference with some visiting executive at four in the afternoon; or expects a morning paper to meet the incoming "Lark."

Some press agents seem to feel the more they blow up a trivial story the more they will fool the press. The reverse is true. The most successful publicity men realize that they are dealing with men who know their values and they keep their stuff infrequent and short.

A good press relations man must bear one thing in mind: He or his representative must be available to the press at any and every hour. We cannot respect someone's sleep in an emergency, much as we'd like to. We'd probably like to be asleep ourselves. He

sends to city desks notices of arrival in town of his celebrities and where the latter will be available for interview. The bum ones send in stories about the impending great arrivals, but without time and place memos to the city desk, expecting the latter to do their own checking. If it's important, of course, the desks do just that. But generally, where do you think such stories land?

In fact I am of the opinion that a matter of essential intellectual honesty is involved. I wonder how many of these peskier type press agents get their jobs on the misrepresentation that they can get in free publicity and keep out unfavorable news? I wonder how many get their salaries in lieu of much larger sums for normal advertising? I wonder, in fact, if the principal as well as the shoddy press agent isn't trying to get something for nothing and if your greatest difficulty in exacting better press and hence public relations does not go back to my first category of the matter of private relations. I mean to say that for the press, these shysters are just nuisances; for you, they and the men who hire them are the ward politicians of business who must be cleaned out before your profession can be entirely considered housebroken.

News Room Pests

There are several other types of publicity men whose habits are annoying to the news room and by this token hurt their own best interests.

First, the chap who plays one paper against the next. This ranges all the way from telling you a photo is unduplicated, when, as a matter of fact, it is duplicated, to getting you to go after a story on the quiet information that the other paper has already started work on it. As a friendly rival editor

said, "That at least leads to certain natural suspicions."

Then there is the man who can't keep a professional secret, who, because of some contact or other, learns that one newspaper is working on something exclusive and passes it on to his rival. This brings up a type of attitude I have fought to get even the army and navy here to accept. That attitude is, "Sorry old chap, you didn't get that story so and so had, but he had the tip and he came to me for verification and he's entitled to the result of his own enterprise. If you had done likewise, I'd have protected you."

I contend if a public relations man hasn't the guts to take such a stand the least he can do is to tell the first paper coming to him, before learning what the tip is, that he can't or won't play that way.

Be Honest, Get Facts

You will notice that I have not criticized press relations men for boring copy and dull pictures. I don't think they should be held to answer for that kind of thing. That's what we have reporters and cameramen for. All I ask from a press relations man or press agent is that he be honest with me and supply me with such facts as I require. He can do one thing more. He can save us a lot of running around needlessly by putting us quickly in touch with the proper people and guiding us through what may be a weird, wild and wonderful place we never heard of before.

I ask no favors, no concessions for the Press. I ask facts and an opportunity to get to the right guy—and now.

Well, this has been long. When the day comes when one of you will discuss the frailties of the Press, I shall be glad to sit among you and take my beating.

"Things unsaid have sometimes a greater effect than said."—*Pindar*.

PUBLIC RELATIONS AND THE LABOR-MANAGEMENT MELEE

By MARTIN DODGE

Public Relations Consultant, New York

IF it is a function of public relations to keep somebody out of the doghouse, there is work to do. The place is crowded.

Corporations, which were not supposed to make money out of the war, which only yesterday were pouring forth great streams of war goods in plants decorated with "E" Banners, receiving accolades from every side, or almost every side, are suddenly finding themselves on the defensive. They are being forced to explain that seemingly unwieldy surpluses are only reserves against the costs of reconversion—not profits, not funds out of which wage increases can be paid. No, surpluses are not slush funds, as labor claims. We're not going to use this money to fight unions. In fact, we believe in labor's right to organize. We don't think, of course, that a man who wants to work should be compelled to pay someone else for the privilege of working. Is America a free country, or isn't it? Should a land that has achieved the highest standard of living in the whole world deliberately abandon the system that has made possible this achievement, should private enterprise give way to—

Whoa, Mr. Corporation! What became of those surpluses? Why not get back to the facts? Your arithmetic is okay. The simple truth is enough. Put it on parade. Americans are reasonable people, despite current events which President Truman characterizes as a "letdown" to be expected after war.

Anyway, Mr. Corporation, you have roommates in your canine quarters, enough almost to cause a housing shortage. There are the unions themselves.

Having taken ardently during the war years to the long work-week, skipped holidays, donated time to build extra bombers, bought war bonds, remained faithful, well fairly faithful, to the no-strike pledge, organized labor, in the public view, suddenly goes berserk. Having charged for months before the end of the war that both business and government were remiss in their preparations for the inevitable demands of reconversion and that millions must therefore go unemployed, labor promptly upon the cessation of hostilities jams the economic machine by calling strikes in unprecedented number and against the industries best adapted to furnish needed employment and products. Where are your public relations, Mr. Union? Do you think that people really believe that prosperity can be achieved only if you get a 30% increase? Or that wages can be increased without increasing prices? Or that purchasing power creates production and not the reverse? Or that corporations can divert unlimited funds to wages without jeopardizing reconversion?

But before measuring your esteem in the light of these questions, move over Mr. Union, and make room for the government. It too is an unhappy tenant of the same quarters. Praised right up to V-J Day for its magnificent organization of the world's greatest military and economic mobilization, the public now sees the administration twiddling its thumbs, taking a recess, going on a picnic, while people leg it up elevatorless skyscrapers, go without gas, coal, even bread, all as the result of work stoppages. No drift indicator is neces-

sary to detect that the government is letting the labor situation "go natural" and many people don't like it.

In this situation it is very difficult for business to be consistent. After all, hasn't management protested for a dozen years against too much government? Technically, the war is not yet over, but this does not prevent the public from wanting to resume the normal conditions of civilian living. Money is burning holes in their pocket, they are tired of wartime restrictions, while management envisioning a seller's market, is eager to go. And government "lets" labor strike!

On the Fence

Is business going to announce that it will clear the air by taking negotiations into its own hands? After all, the Department of Labor has been strengthened. The Smith-Connally Act is still in force. The War Labor Board has not entirely retired from action. And the Labor-Management-Government "Peace Conference" is expected to lead to some new formalization of Federal policy. These factors cause management to hesitate, dictate a piece-meal policy, leave business on the fence.

But labor's position is not materially better. For one thing, the end of the war has resulted in a reverse mushrooming of some union organizations—UAW-CIO, for instance, which a few months ago had a dues paying membership of over a million, now has barely half the number. The CIO National Maritime Union, made up of merchant sailors, has likewise declined. AFL's International Machinists which expanded in the shipbuilding, aircraft and automotive industries has suffered a serious drop. With this shrinkage jurisdictional competition among union leaders has inevitably increased. The process of pirating is not conducive to generalship. Over all has been the major strategy of control at the top, involving

the respective aspirations of Murray and Green and Lewis.

No one should believe, however, that the leadership talent mobilized by organized labor during the "era of benevolence" is negligible. Research, educational and business organizations have all been recruiting grounds for this talent. The virility of the labor movement, not to say its emoluments, must be credited with attracting first line brains. Their operations are evident in the resumption of PAC's smart publicity program and in the strategy of various unions, as in Camden, N. J. and Evansville, Indiana, to line up local storekeepers and merchants in support of high purchasing power propaganda. But it must still be said, however, that on many fronts labor does not act its age. It gives the appearance of relying on the old-time tactics of demand-demand-demand, fight-fight-fight, pounding the desk to be heard, not realizing that all the world is listening. To the public this serves to fortify the savor of a day when labor needed to rely on tire irons to get attention.

Every episode of our industrial turmoil is fraught with public interest. But the extent to which this is recognized, measured in results, may be judged from the fact that both in political circles and on the street organized labor has lost caste, and business has certainly gained little. People are still trying to make up their minds about the administration.

Business Confused

Labor has an advantage over business in that it more nearly knows what it wants. Its advisors, at least, have ideologies. Business is still confused by the beating it took in the pre-war years of the New Deal. It is self-conscious when it talks about profits and capitalism. Service is a, wonderful thing but the best phrase-turner falters in trying to use it to get votes for the enterprise

system. The concept of reward as the basic stimulus for efficient and economical production and distribution of goods is nearly always compromised by institutional copy on "free enterprise". Besides this term has so often been used as a cover for less valid ends that it has become suspect with a large portion of the population.

No Prewar Pattern

What are the prospects for public relations to help in this confused situation? Its very difficulties are a challenge. Its lack of normalcy should provide the ideal opportunity for a profession which is still young enough to be unconventional, free enough to indulge the prerogatives of an open mind. Present problems will not be solved by resurrecting a pre-war pattern. History never repeats itself—exactly.

This does not mean that basic economic forces are adjourned. Their accumulated power, in fact, is probably the most significant single factor operating at the present time. To detect its impact and align policy accordingly should be the first concern of anyone charged with the function of promoting good repute.

The labor-management melee of the past few months is evidence that the process of making economic history is subject to pulling and hauling. Striving to perpetuate its wartime gains and apparently believing that attack is the best defense, labor has been the principal aggressor in this contest. In terms of public relations, however, it has come off second best. Slow-down bus drivers have got plenty of public attention, but by the process of annoying passengers and jamming traffic. Striking elevator operators have inconvenienced hundreds of thousands of people, including many whose support labor can ill afford to lose, while union workers in loft buildings have had to stand idly by and lose wages. The coal strike, in addition to

threatening distress for the coming winter, has imperilled the jobs of steel workers at distant mills. The longshoremen have generated bad will among veterans by delaying their return from the fighting fronts. A relatively few workers in automobile parts plants, by slowing down reconversion in the motor industry and postponing the delivery of cars, have generated ill will for the whole labor movement by ruffling thousands of auto dealers whose establishments dot every town and city in the country. The fact that these strikes in many particulars did not gain the stated objectives for which they were called adds to the impression that they were instituted needlessly and without regard for the public.

What the Public Thinks

This development comes on top of a war record of labor which the public thinks was none too good. A recent Roper poll undertaken for the purpose of recording the public's impression on this score reported that about 66% of the people rate labor's war strike record as fair-to-terrible, whereas only 30% rated it good-to-excellent. The same people to the number of 63% of those canvassed reported that they considered that work interruptions due to strikes had delayed war production by from one to eight months or more. The fact that careful estimates indicate that the delay was actually only four or five days in the whole period from Pearl Harbor to V-J Day indicates how disproportionate certain factors can be in their psychological effect upon the public. How important it is therefore for public relations people to be discriminating about the issues with which they deal and minimize or magnify their efforts accordingly.

Although corporation policy regarding matters affecting the public is still more in the hands of lawyers than public relations experts, the current indus-

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trial strife has served to shift the emphasis in the direction of the public relations man. There are relatively few trained labor lawyers and what there are are likely to be found in the camp of the unions.

The public relations man has gained favor in part because of his realization that about half of the total population of the country falls in the so-called wage-earner class, a class with which the corporation lawyer seldom hobnobs. To be sure, few public relations experts have gained their position by first working with their hands, but since people rather than law books is their *milieu* they have less of a gap to bridge in orienting themselves to across-the-tracks thinking.

Talk Labor's Language

From the standpoint of business, it is the ability to talk the language of the worker that counts in a situation like the present. Not many labor leaders, and fewer union members, have ever heard of the word "semantics", but they manage to phrase their cases in terms of telling appeal. The amount of midnight oil that has been burned by executives in straining to formulate their cases in effective language will never be known, but the product that finally reaches the light of day is still in many cases convincing only to those who do not need to be convinced. In matters of industrial strife, that half of the nation made up of small businessmen, professional people, white collar workers, farmers and villagers, are usually already on the side of business. Many wage earners are there, too. But the verdict will be influenced by how the rest are reached, particularly the millions who for every message received from the front office of business get two or ten from union meetings and the pages of the labor press.

In anticipation of industrial back-

fire with the end of the war, a large oil company ran during the summer institutional advertisements in several national magazines presenting the benefits enjoyed by the people of America as a result of competitive business enterprise in this industry. The copy was simple, factual and revealing, lacking generalities and verbiage. But the author of this splendid piece could not restrain himself at the end from adding a line on behalf of Free Enterprise! Labor does not like those words, not because it opposes the profit system, but because it has seen anti-labor activities carried on under the same nomenclature. For many working people the value of the ad was lost because of this ill advised curtain line.

In connection with the recent New York bus drivers' controversy, the company bought extensive space in all the metropolitan papers, in which it effectively set forth its side of the case. All of these advertisements were headed, however, in black, display type, "The Public Be Damned", charging that was the attitude of the union. Whatever the truth of the matter, by the use of that phrase the company put itself behind the eight ball with a lot of people. There is probably no slogan in common usage that has such an unmistakable anti-business connotation as "The Public Be Damned." It would take an electric shock treatment on the city's entire population to change its meaning fast enough to serve the company's purposes.

15 Plus 20 Equals 38

In the midst of the oil strike one of the large refiners presented its case to the public in a paid advertisement explaining the generosity of its wage policy. Its itemization set forth that a 15% increase had been granted early in the war, and more recently a 20% increase, making a total of 38%. The company's arithmetic was perfect, but

it failed to appreciate the fact that not all wage earners are good at percentages, though most can add 15 and 20 and get 35, not 38, not to say the impression that the company is giving out misleading propaganda.

Job Opportunities

One of the planks in labor's platform for higher wages is the contention that due to technological advances working people are receiving a smaller and smaller percentage of the product of their labor. The striking woodworkers of the Northwest are being told by their union organization that, strictly speaking, improvements in production have been such even since the war started that to get their rightful share of the benefits they would be justified in asking for a 66½% wage increase. The implication is that under the constantly improving techniques of industry, labor's job opportunities and standard of living will be jeopardized.

Important data bearing on this contention, which is typical of many that constitute the reasoning behind labor's action, is available to those who believe the case justifies broader treatment. The National Machine Tool Builders' Association points out, for instance, in a booklet just issued that during the

period from 1910 to 1940 when machine tools were being progressively introduced into the manufacture of automobiles, job opportunities rose from 140,000 to 450,000. From 1920 to 1940, when similar mechanization led to improvement in quality and decrease in price of domestic washing machines, this industry increased its employment rolls from 5,000 to 9,610. Such facts as these are of little use in promoting public understanding of our economy if their circulation is limited to the organ of a trade association. They can be made of critical importance if they are marshalled for public consumption.

Public Relations Offers Main Hope

Certainly there is plenty of sound ground for both labor and industry between the Communists on the one hand and the Gerald Smiths on the other. The occasional success of these elements in mobilizing support suggests, however, that those with more valid ends cannot afford to neglect the public. Joseph Patrick Ryan of the Longshoremen all but lost his head by overlooking his public relations. Some think that public relations is the main hope for preventing the decapitation of capitalism.

THE farther removed from the unsophisticated grammar school classroom scene the less likely that the democratic choice of leadership will be superior, believes Aldrich Blake who has written "You Wear the Big Shoe," a book containing many new and original ideas relating to the improvement of councilmanic government in the American city. To all appearances, Mr. Blake has discovered an effective democratic method to substitute statecraft for mediocrity in the legislative branch of local government. He observes that when boys and girls assemble for the first time to elect their class president or a member of the student council they invariably make a wise choice. They know one another, are quick to recognize qualities of leadership, and have an instinctive respect for character. He points out how the citizens of every community can take steps to bring these real democratic principles to apply to the councilmanic problem. "You Wear the Big Shoe" is a stimulating, provocative document.

PIONEERS—Blair, Barnum and Lee

By SYDNEY PIERCE HOLLINGSWORTH

Formerly with Ivy Lee Associates; later, Director of Public Relations
Denver & Rio Grande Western Railroad.

IT IS a fact in American history but little realized that the public relations counsellor originated with President Andrew Jackson. He selected Francis Preston Blair to perform this service for him. Mr. Blair founded the *Washington Globe* which was the mouthpiece for the militant policies carried into execution by President Jackson. While he was never more than a moving shadow in the events that transpired, Mr. Blair exercised great influence among the important political figures during the protracted slavery controversy, the Civil War and the reconstruction period. Members of Congress relied upon his sound judgment and consulted him frequently. His home on the outskirts of Washington was a rendezvous for the great minds shaping public affairs.

A Powerful Influence

His career is a testimonial of the power for good or evil that sometimes reposes in obscure men whose influence as advisors of the masters of our destiny is paramount. Mr. Blair was a southerner who came to Washington from Kentucky. He was strong of principle, and labored strenuously to prevent the struggle between the states. After the Jackson term, he broke with the Democratic party and assisted in forming the Republican party that nominated Abraham Lincoln. He was a trusted advisor of Mr. Lincoln, assisted him in the preparation of his speeches and policies, and was selected to proceed to Richmond to intercede for peace. He had been a great friend of the Jefferson Davises before the war, and during the conflict correspondence passed between him and them.

Montgomery Blair, Postmaster General in Lincoln's cabinet, was his son. He was selected for this post over the protests of party advisors. This gesture may be understood politically as one of recognition of the esteem in which the Blair tradition and contribution to public life was held by Mr. Lincoln. The influence of Francis Preston Blair waned but his place in American history belongs with the origin of our two-party system and the veneration held by the Democratic party for Andrew Jackson and the Republican party for Abraham Lincoln. For it was Blair whose forceful pen established both parties in the minds of Americans not alone of his own time but for generations after.

Originated "Ballyhoo"

Another type of publicity which moved concurrently across the American scene during this period was that produced by Phineas T. Barnum, the originator of ballyhoo. Barnum, of course, believed that people liked to be fooled. Whether his influence was good or bad in the aggregate is difficult to judge. An evaluation of his contribution is hardly necessary for he was merely serving his period and time as he saw it. He furnished a unique brand of entertainment for the public mind with his famous museum of freaks and his importation of unusual people. Tom Thumb, who by his artistry became General Tom Thumb, was the confidant of royalty and potentates. And there was Jenny Lind, the Swedish nightingale, who was promoted into the hearts of every living soul who could read or hear about her charms.

The circus, with its stupendous mag-

nificance and startling quality, was Barnum's contribution to American life. It was he who set the gears of publicity on the treadmill of exalted hyperbole. His influence became paramount in advertising and "yellow" journalism. While the colorful pageantry that has followed in his wake has been decried as neurotic and childish, it would be a sad day for everyone were America to revert for interest to the puritanical and controversial spirit which moved the people in the earlier period.

Banner Heads; Comics

The newspapers, notably those founded by James Gordon Bennett, Frank Munsey, and William Randolph Hearst, appropriated the pyrotechnic display treatment which Barnum originated. The Hearst papers succeeded in capturing and holding his immortal spirit through their signal contribution of banner headlines and comic and feature supplements. The entertainment world, augmented by the motion picture industry and the radio networks, finds no place for the museum of "antiquities," the circus with animals, freaks, clowns and trapeze artists, the concert stage and chautauqua as a medium for exploitation of talent. Vaudeville performers have become radio stars and the wild west show lives only in an occasional movie or the pulp magazines where it ranks with mystery and adventures in crime detection and glories of the past.

The first avowed public relations advisor in American public life was Ivy L. Lee. He chose as his field the presentation of the viewpoint of many of the large corporations under fire from the public and involved in protracted labor difficulties as a result of the social doctrines of President Theodore Roosevelt. During his long career in this work he retained as clients the two interests that gave him his start, the

Pennsylvania Railroad and John D. Rockefeller.

Mr. Lee's career is a veritable Horatio Alger story of success. As a graduate of Princeton University, he began as a reporter on the *New York Journal*. He grew restive under the burning zeal of his great idea of presenting the corporation viewpoint to the public, knowing that by and large the American newspapers could be depended upon to insure editorial fairness. He sold his idea to the Pennsylvania Railroad and was given an office and free rein to obtain whatever facts would serve to improve the relations of this carrier with the public.

He made such a strong impression from the start that when Mr. Rockefeller became involved in labor troubles with the Colorado miners the President of the Railroad, who happened to be lunching with Mr. Rockefeller, recommended Lee to step over and help him out. The temper of the times can be gauged by the press reaction to this move. The railroad was accused of being owned by the Rockefellers because one of its representatives had stepped in and helped Mr. Rockefeller obtain a peaceful settlement in Colorado.

Simplicity Through Hard Work

Mr. Lee, it may be seen, did not pick the rosiest path to gain his ascendancy as the pace setter in public relations standards. He aroused great resentment among the newspaper men who were forced reluctantly to recognize his appeal as well as his approach. Mr. Lee developed a definite style which merited confidence in what he had to say for his client. His news releases were short and to the point more often than they were verbose. The result was that thousands of reprints of his statements were gleaned out of the hopper of newspapers and periodicals published throughout the country to serve to impress his clientele.

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His standards in many respects are so fundamental in the fostering of favorable public reactions that they have become a guide and touchstone to favor. He was a believer in simplicity of style and created the impression among hardened editors that his work was child's play. But the intensity of labor among his staff of associates—led by Messrs. Dan Pierce and Thomas J. Ross—to attain this polish and clarity was never seen.

A thorough investigation of the problem and the interest to be represented before the public, was required by Mr. Lee at the inception of any publicity venture. He maintained a large and completely classified mailing list as his principal point of contact. To his clients he also proposed undertakings which by their very nature became automatic generators of public interest and response. Among these were such organizations as the Copper and Brass Research Association and the Daniel Guggenheim Fund for the Promotion of Aeronautics. While he represented twenty-five or more important enterprises, he managed to keep a diversity and distinctive quality radiating from their output that never betrayed the fact that the one office was in charge of the vast product of his mental workshop.

More Lee Technique

Certain standards were uniform, such as his office stationery and imprint in the left hand corner of the copy sent to the press. This was used for all releases bearing his stamp of sponsorship so that editors knew at once that copy with 111 Broadway in the corner was at least worth reading. Special imprints, however, were available for statements of the large corporations, banks or individuals whose names were of some weight in their own right. This was but a small part of the service rendered a client. Important surveys were made

and reports prepared which furnished the indirect basis for advertising and promotion campaigns and policies of all sorts.

Determining the Fee

There have been many fanciful tales told of the personality of Ivy Lee in his numerous important contacts. One is the story of his first work for Mr. Charles M. Schwab, of Bethlehem Steel. The job, occupying most of a year, had been completed and there had never been a discussion of the cost of the work. Mr. Schwab finally broke the ice by asking how much Mr. Lee intended to charge him. Mr. Lee did not know and thought he had better look it up. Besides there was no hurry. "Nonsense," replied Mr. Schwab, "you hire men and they have to eat, and so do you." They higgled a little. Finally Mr. Schwab proposed a solution. "I tell you what we'll do. You take a slip of paper and so will I. You write what you think the job is worth and I'll put down a figure. Then we'll split the difference." Mr. Lee wrote \$10,000 and Mr. Schwab \$20,000, so the check was for \$15,000.

Many promising young men, drawn by the glamor of his work, entered the office of Ivy Lee. Their tenure was variable. Some have remained with the office virtually from the start. Others with the training he gave them left of their own accord for better positions. Some served with him faithfully and were rewarded by assignments, with corporations which he represented, as officials in important capacities where a knowledge of public relations was needed.

One picturesque account of the inception of the business was given by his partner Dan Pierce at a dinner for Mr. Lee. He told how Ivy had besieged him with requests to join up in his great adventure. Pierce was then editor of a national magazine. He had made

a retreat to Atlantic City to rest but had brought some proofs along to edit. While Pierce was seated in his room at work one evening Ivy Lee came in. He was attired in full dress with a gardenia in his button hole. It was the same old request. Mr. Pierce was weary with his labors and was weakening under the spell of Mr. Lee's offers.

"Finally," Dan Pierce related, "Ivy pulled a check for \$10,000 out of his pocket. 'Dan, it's yours if you join up with me.' And so I tossed the proofs aside and we started out. But, it was the same story then as it is now. Ivy wears the fine clothes and gets around to all the swell places with important people and I am still in my shirt sleeves working to make good on his promises."

It is apparent from this story that an important qualification in the expert handling of public relations is the ability to meet people and talk with them in their own language. Ivy Lee never failed in this phase of his activi-

ties. An important banker told him that he liked to have him on hand in a difficult predicament because he was a good person to "think against." He possessed the rare talent of furnishing to his companions a mind that was a sounding board and a spring board combined, from which the person who talked with him could leap to dynamic and effective activity. He was satisfied to let the ideas thus given remain and take on the character of the recipients as their very own, provided, of course, he was rewarded by payment of a fee equal to that obtained by lawyers and surgeons of prominence, engaged to extricate big business men from their financial and physical difficulties.

Blair, Barnum and Lee were not the only strong public relations men of the past, but they were probably the most powerful of their times. All were colorful. A knowledge of them and their contributions is helpful to those of us who work in public relations today.

"T

HE American people can do anything

if you tell them why, *but you must tell them why*. In the technique known as public relations there is a means to do the telling. Public relations is a vital tool—too little understood and too little used. Political and labor leaders have outsmarted business in the skillful use of this technique in the battle for public favor. Until recently, we in business have practiced it quite ineffectively.

"We must have programs of enlightenment based on *actual accomplishments* and on *right policies* and *practices*. I have no patience with those who think of public relations in terms of glossing over bad practices. No amount of pretty paint, no matter how artistically applied, will long conceal the ugly body underneath.

"I have complete confidence that the collective thinking of the American people, over the long term, will arrive at sensible conclusions. Given the *true facts*, they will not permit any clique of radicals to smash the structure so soundly built by generations of their forbears.

"You must all recognize as a fact that it is not enough to persuade the public on the quality and desirability of your product—you must go beyond that function and help inform the public of the desirability of the American way. Too long, either through false modesty or sheer ignorance, have we failed to tell the story of what makes our system tick. The part of many in that ticking process is so small, that we must explain the whole system to them in simple language, over and over again, if they are to appreciate and comprehend it."

—WHIPPLE JACOBS, President, Belden Manufacturing Company, Chicago.

Wet Nurse, Clearing House and Employment Agency

By GLENN GRISWOLD

Editor, *The Public Relations News*

THE original idea of publishing *Public Relations News* grew out of subscriber reactions to our *Planning for Business*. Being public relations-minded, we kept our business subscribers informed on developments in this field of interest for business planners. We soon realized that a surprising number of public relations directors and consultants were subscribing, writing letters to the editor and demanding more news of their field.

Research was started and surveys initiated which dragged on for nearly a year because new veins of ore were constantly being turned up. It was a difficult, exasperating task primarily because there were no comprehensive lists available of practitioners and no reliable source of information as to extent, needs or potentialities of the public relations field.

But a few discoveries prompted us to start our new publication six months ahead of schedule. Among them were the following:

Public relations in wartime suddenly expanded and became a fixed and important part of the operating function of most businesses and organizations.

The complete modernization of public relations departments in the State Department, WPB and elsewhere in government accentuated the importance and kindled public interest in public relations.

Employment of some 50,000 men in public relations work in the armed forces was a recognition of the importance of the profession and its techniques. It seemed also to call for a broad educational job before too many of them returned to civilian life assuming that the narrow routine of their

"The first weekly publication in the public relations field turns out to be a three-ring circus, a gratifying experience and a three-ply headache," says Glenn Griswold of Griswold News Service, publishers of *Public Relations News*. He and his wife Denny, co-publishers, had been publishing *Planning for Business*, the weekly executive business service, as the beginning of a series of such publications. Since they had been partners in a public relations consultant agency, initiating *Public Relations News* as the second in the series seemed logical. "But we promptly found ourselves wet nurses to a relatively new profession suffering from growing pains," comments Mr. Griswold, "and were forced to operate as a clearinghouse, employment agency and Mr. Anthony advisory service."

war-time service equipped them for employment in the profession.

Only rarely did those who direct public relations activities have a recognized place in policy-making boards and committees.

Business men and organization leaders recognized that concern for public opinion and public welfare require something more than lip service and that money spent in serving them is as much a business investment as advertising.

Many of the biggest corporations were beginning to give more weight to public relations ability and wisdom than to technical knowledge in selecting presidents and other top executives.

New academic recognition was being given public relations by most universities and colleges.

Salaries in the upper bracket jobs were increasing, probably by at least fifty per cent, since the war began, and in some cases trebling.

Use of public relations techniques by every nation in supporting the war effort and preparing for peace was a world-wide demonstration of the function of the profession.

The almost universal change in the attitude of advertising agencies toward public relations was significant. They almost always belittled the profession and assumed that money spent on it

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was chiseled out of advertising appropriations. (Now most of the big agencies maintain public relations departments, many of them operating on a professional level and practically all of them accepting and working with public relations directors and consultant agencies.)

Almost every corporation and association having a public relations department had plans to expand appropriations and personnel and many new departments were to be started as soon as possible.

Advertising and publishing trade papers, which until recently had belittled and opposed public relations, were recognizing and reporting the activities of the field.

Already three national public relations associations were organized, where previously there were few local and no national groups.

In outlining the editorial formula for *Public Relations News* we undertook to give subscribers advance information on:

How other organizations are handling their public relations.

Methods and programs for developing good will with the public, employees, customers, stockholders, plant communities, etc.

Effective publicity techniques.

Results and practical interpretation of public opinion polls and studies.

Government activities affecting public relations programs.

Future trends in institutional advertising.

Outstanding personalities and news developments in the field.

Management Awakens

It was part of the formula that one thing urgently needed by the profession was a clearing house; some sort of machinery that would enable one public relations man to learn what other practitioners were doing and how. So *Pub-*

lic Relations News began calling attention to new and effective campaigns, procedures, and printed material.

A year's experience indicates that most of the assumptions made before publication were well founded. We have found a surprisingly alert readership. Our greatest surprise is in the calibre of that readership. At the beginning it was assumed that ninety per cent of the subscribers would be public relations and publicity people. But almost fifty percent have turned out to be executives whose titles give no indication of direct interest in public relations. This awakening to the importance of public relations by management is the most tangible evidence of the field's development. A particularly intriguing campaign or booklet we mention may draw from our readers inquiries running into the thousands.

A Fundamental Change

In studying the responses we receive from our readers we have become acutely aware of a fundamental change in the attitude of the average public relations practitioner toward his profession and his daily work. We find that the day of the crystal gazer and of mumbo-jumbo precepts is gone. Every day the spirit of mutuality and cooperation is developing in the profession.

Aside from the three national associations that have been established, there are across the country dozens of local public relations groups that are beginning to learn that they have nothing to lose and everything to gain by discussing mutual problems frankly, exchanging ideas and experiences, and working together to establish common standards and codes of ethics—and they are slowly creating a professional atmosphere for the business in which they are engaged. That is the fundamental progress the profession made in war time, we find through *Public Relations News*.

THE RIGHT WORD AT THE RIGHT TIME —*that's Semantics*

By REX F. HARLOW
President, American Council on Public Relations

ALL OF US struggle all the time to make ourselves understood. We have to be understood and in turn must understand others in order to live. Communication is a social process. It involves people. The tool for intercourse is language—words linked together to convey certain meanings.

Since words are so important in human affairs it is not surprising that they loom large in the sphere of public relations. Neither is it surprising that within the past two or three decades a science and art of the use of words has developed. This science and art is called semantics. It is defined as "the branch of philology which deals with the significance of words." Philology itself is defined as "the study of language as the word or as speech in order to ascertain its elements and laws."

Those of us in public relations need to pay little attention to the technical aspects of semantics. Our interest in the term is to consider its place in public relations work. How do words, their meaning and use, affect the activity of the public relations worker? How important is semantics in achieving sound public relations results for a business or a person? Will the study of semantics pay dividends to the public relations worker?

Harford Powel, New York public relations counsel, considers semantics of tremendous importance. Speaking in 1940 before the 25th Annual Convention of the Financial Advertising Association, he gave his audience the following food for thought:

"Every play goes for a touchdown in newsreel football. Every piece of bank

promotion material would go for a touchdown if your meaning were a hundred percent; and if you chose the right words to convey it, there would be no such thing as a dull, boring or concealed advertisement. There would be no such thing as an unsuccessful mail order effort. But there is a stone wall, somewhere between you and your prospects. It is largely because you don't speak their language and they don't speak yours!"

To Alfred Korzybski, author and student of semantics, language problems are extremely complex, perhaps comparable with the complexities of human life itself. He who follows Korzybski through the maze of intricate analyses of words and their derivations, meanings and uses, realizes how very complex indeed language problems become.

Language at best is inadequate to convey ideas. Shades and gradations of meaning are hardly susceptible to conveyance by language symbols. Even the most careful and intelligent effort on the part of each of us to say the right word at the right time is never entirely successful. And yet—strange fact—we operate most of the time on the assumption that what we say is fully understood by those with whom we talk. When we use the word "cat," for instance, we take for granted that the person who hears us has in mind the same kind of cat that we have. And yet, the breeds, colors, ages, sizes and shapes of cats are legion in number.

Fortunately we are assisted in our use of the spoken word by gestures, tone inflections, facial expressions and

numerous other means. These aids help us make our meanings clear. And, as a practical matter, we get along pretty well. The careful person realizes that he must be constantly on guard in using words. He knows that he need not be surprised if the meaning or emotion he is trying to convey is not fully understood. He does the best he can and lets events take their course.

Verne Burnett, author of "You and Your Public," says that "words fire most of the bullets for the battles of public relations, propaganda, publicity, and advertising. Packaged in words are the thoughts and feelings of mankind. In public relations work, you need to learn not only the technical definitions and exact shades of meanings of words, but also their impacts on other human beings."

The careful use of words requires their exact placing in their proper contexts. Students of the technical aspects of semantics use the word "referent" in this connection. To what does a word refer when it is used? As a referent is it an ideal, a thing, a feeling?

Words Can Be Counterfeits

Powell says that "Standing by itself, a word or phrase means different things to different people. A word is not a five-dollar bill, good everywhere as a five-dollar bill. A word can be a complete counterfeit in one community, a blank piece of paper in another and a ten-dollar bill elsewhere. All depends on whom you are talking to."

The use of technical or scientific terms is undesirable in our general affairs. Semantics is no exception to this rule. But what the term stands for is an absolute "must" in the kit of the public relations worker. Words are the stock and trade of the purveyor of news, the dealer in ideas, the builder of good will. The public relations worker uses words as the artist uses paint. If he doesn't know them, mixes them together incon-

gruously, or is insensitive to their power, the effects are as blurred and unsatisfactory as a poorly organized canvas.

Someone has poetically said that words are like winged darts. Indeed, they are more like a many-edged sword which cuts in several directions. They are wonderful tools when used accurately and with a delicate touch. But their use requires finesse. The arena of language symbols is no place for a blunderbuss.

Speech Reveals the Man

One of the first lessons a public relations worker must learn is that his use of words can either make or break him. One's speech, both written and spoken, reveals what manner of man he is. If he has interesting and clear ideas he will present them in simple, easily understood words. If he is honest his words will bear the stamp of candor. If he is sincere what he says will produce conviction. One's language habiliments are infinitely more important than the physical vestments he wears.

Propriety is demanded of the user of words. Certain words fit; others do not. Sometimes it is appropriate to use polished, elegant language. At other times the language of the street is more suitable. Each situation with which the public relations worker deals requires its own language symbols. You can't speak of farming in terms of medicine. When describing a technical manufacturing operation the language of the counting house and market place will not do. Words, to be effective, must describe the things they name, the actions they represent. The one who deals with them must know this.

Frequently in public relations—as in many other types of activity—success or failure is measured in terms of how sensitively and appropriately the worker is able to speak and write. Whether one be on the platform, or in his office

writing, his stature is measured by how clearly and exactly he is able to express himself.

In a certain meeting of public relations men a prominent counselor was introduced. His background was described in some detail. The chairman referred to him as a poor boy who had grown up on a farm, struck out for himself at an early age, begun as a day laborer in a certain industry and finally climbed to the top, by dint of energy and sheer ability. When the counselor began to speak his diction was so pure, his words flowed so easily and with such grace, that one of the listeners, himself a graduate of a great university, could not refrain from exclaiming, "I cannot believe that this man is not a university graduate! He speaks so beautifully." The listener's admiration took tangible form in the weeks that followed. He was so impressed with the public relations counselor's ability that the latter was invited to accept the account of the firm for which the listener worked.

Benefits Are Legion

Good speech is like good manners: It becomes well the one who uses it gracefully. Good speech and good taste usually go hand in hand. And, as has been said, good speech and clear thinking are co-partners.

Multiple values await the student of semantics. He acquires the habit of being careful of what he says. This in turn breeds the habit of being equally careful in what he does. The two habits make an excellent combination. They stimulate orderliness. They encourage resourcefulness. They open new avenues of thought, new ways of doing things.

The semanticist realizes that words are living symbols. He not only studies their current meanings in order that he not blunder in their use. But he keeps his eyes and ears open to catch the

changes that are taking place about him, the new words that are coming into being. He recognizes that the language of the teen-agers, the speech of the business man, the "lingo" of the professions, the technical terms of the many occupations, are all to be given due weight. He is aware that people live as much by their speech as by the work they do. And so he does not deal in spurious language goods.

Constantly "On Trial"

One of the first things that a sound public relations worker learns is that he must be careful in everything he says for and about the institution he represents. Other persons have freedom to speak loosely and easily about the boss, about the company's product, about their fellow workmen. But not he. His utterances, both oral and written, must be guarded, precise, pat. This is not to say that he should be so careful of his speech at all times that he lose spontaneity and naturalness. But it does mean that he should be spontaneous and natural only within the framework of careful thinking which is guarded by careful speech.

The example of the advertising copy writer occurs to all of us. No one questions the necessity of this craftsman's choosing with extreme care the words he uses. Space is dear. The attention of readers is difficult to catch and hold. Making sales, be they of ideas or products, is anything but easy by means of the printed word.

But what does not occur so readily to those of us in public relations is that every public relations man and woman is similarly on trial all the time. There is hardly any public relations work which does not involve the use of words, and which cannot be done better if words are used with a keen appreciation of their semantic requirements.

The public relations man or woman will want to develop his or her own ap-

proach to the study of semantics. The selection of sources of material for study and use, the amount of effort and time devoted to the subject, will be controlled by the interest and need of each worker. But it should be accepted as an inviolable rule that each public relations worker shall become not only aware of semantics and its importance and place in public relations but at the same time actively and consistently a student of what it has to offer. The mere effort of working with semantics will make the worker stronger and more able to cope with the problems and daily tasks which confront him.

Jane Eaton, of Eaton Paper Corporation, has written a little booklet entitled, "It's Fun to Write Letters!" In it she talks pleasantly and easily of the "do's" and "don'ts" of letter writing. Some of her suggestions are so inter-

esting and helpful that they are worth reproducing.

"Write about something that is interesting," says she. "Talk to yourself, then write it down. Flavor your news with the spices of comparison. Give your reader the fun of reading—between the lines. Regard no incident too trivial, no scene too familiar, to recreate with spirit and enthusiasm. Utilize the written word with every grace and art at your command. Communicate joy and hope and tears."

The booklet is concluded in part with the following: "What we have said to you in this book is contemporary, derived from the fine traditions of the past centuries but in agreement with the tempo of today."

The public relations worker will do well to remember Jane Eaton's admonition: "Sound like yourself."

The People of a City Extend an Invitation

UNITED Nations Organization has determined that its permanent home will be in the United States and, even as you read this, the site for the new International City may have been announced. Whether a site adjoining the Golden Gate is selected, or some other, the story of San Francisco's presentation is an interesting one.

One day late in September Henry F. Grady, President of the San Francisco Chamber of Commerce, received word that a portfolio of facts about the Bay Area would be of material assistance to those charged with the selection of the U.N.O. permanent home.

This suggestion was tantamount to a command. And time was of the essence. Dr. Grady called on one of the Chamber's Directors, Carl J. Eastman, Vice

President of N. W. Ayer and Son. Louis B. Lundborg, the General Manager of the Chamber, placed at Eastman's disposal the services of the entire Chamber staff, including Public Affairs Director, Harold B. Mills, and Director of Publicity, Will Williams, Jr.

Task Force Organized

Eastman issued a hurry-up call for a *task force* including the community's leading public relations and advertising men, printers, photographers, artists, layout men, copywriters and book binders. Everyone responded wholeheartedly to this call to civic duty.

The task force met on October 1 to determine what the presentation should contain, kind of paper, pictures, bind-

(Continued on Page 35)

TREAT THE INDIVIDUAL AS CONSUMER AND CITIZEN

By W. HOWARD CHASE

Director of Public Relations, General Foods Corp., New York

IN THE era of tremendous competition, shortly to be re-established, the greatest lesson of the war must not be lost to management: That any policy based on defense alone is now and has always been self-defeating. The genius of our military leadership during this war has been the genius of attack. The genius of business owned by people has been the aggressive expansion of its services to the American people.

Whatever the reputation of business owned by people may now be, it must be the will of the public relations counsel to move with the times—never to rest on the laurels that have been won but to seek constantly to expand the areas of American public opinion which believes that the groups of businesses run by people are good groups to have around, fair economic weather or foul.

A notable change is occurring, I believe, in the minds of these American citizens, a change with deep significance for industry.

In the past the producer of consumer goods was likely to think of the individual only in his role of consumer. To be successful, the producer of foods, for instance, had to meet three tests. He first had to make his goods available. If his products, branded or unbranded, were not available at the market place, they were neither purchased nor consumed.

Once availability had been established, the two factors of competitive price and quality entered the picture. For business continuity, the goods had to be available at a price which people would pay and at a quality level which would bring repeat orders.

But the change to which I refer is the necessity for producers of consumer goods to look at the individual not only as a *consumer* but as a *citizen*. It is perfectly conceivable in a democratic state that an individual as a consumer could be quite satisfied with the availability, the quality, and the price of a given article and yet in his role as a citizen be equally willing to go into his voting booth and vote the producer of that article out of business.

This United States of ours, like its great business institutions within it, has never been static. To say that the generation to come will act and think differently from this generation is no more radical than to admit that we think and act differently from the generation which preceded us. Nothing is permanent save change, and the shifting tides of public opinion are dangerous only when any generation refuses to admit the right of its offspring to think for itself.

The American people today are a smarter people than they were 25 years ago. They have had more education. A tremendous increase in the proportion of high school and college graduates in the present Armed Services over that of the last war is one of the sharpest facts of the American scene.

With ten million young men and women coming back from the wars, they are by and large a sophisticated and articulate group. They have a high level of what someone has called a curiosity quotient. They are full of questions about the economic and social system to which they return and which in a large part they will shape for themselves.

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Other large segments of the American people have accepted new organizational allegiances and they listen to and respect the guidance of their leaders. These people too are asking questions about the probity and the essential values of an entire system of production owned and operated by individuals.

I raise this point, not to ring the alarm bells or to sound the sirens but rather to say reassuringly that America has become great through this kind of intellectual ferment. More than any other nation we have been divinely discontented with things as they are.

So these remarks are not a grudging admission of weakness—they are rather a ringing acceptance of the challenge offered to enterprise in America in its positive endeavor to satisfy the individual both in his role of consumer and in his role of citizen.

Private ownership and operation of industry under whatever name has lost the affections and loyalties of millions of Americans during the past generation by reason of its sometimes stubborn refusal to consider its various publics as anything but buyers of its goods.

No Division of Freedom

We may need to remind ourselves that capitalism, free speech, freedom of religion and democracy itself arose contemporaneously out of the feudal pattern. One is part and parcel of the other. Freedom cannot be divided. Those who believe in freedom of speech and freedom of religion have a stake in the survival of capitalism. Those who believe in capitalism have a similar stake in other individual freedoms that belong to democratic citizenship.

Through the ages it has always been more radical to improve man's standards of living through actual produc-

tion and distribution of new goods than it has been simply to share and distribute what already existed.

In short, American capitalism or, more simply, American business owned by people, to regain the affections and loyalties it has lost must again become a positive aggressive expanding social force, with the unwavering purpose of bringing more satisfactions to more people than any other system is capable of doing.

A Task for Public Relations

It is time for those of us in industry, recognizing the really radical nature of our proposal to increase standards of living through production and improved distribution, to leave the defensive forever, to move positively and aggressively into the arenas in which public opinion is made for the purpose of redefining a few terms. We in business, the liberals, propose to expand the living standards of the American people through competitive production and distribution.

It is we in the business of the creation of new goods and services to whom the slogan of "the greatest good to the greatest number" actually applies. We must believe this ourselves, act positively upon it, and begin to regroup around ourselves the affections and loyalties of people who believe falsely that we have lost this vision.

The task is one for public relations—which to my mind is an operating philosophy by which our worthy economic institutions can reintegrate themselves into the basic aspirations of the people of this country.

More generally, I believe that tremendous spiritual and tangible rewards can come to each of us in public relations through our mutual endeavors toward the improvement of corporate and personal citizenship.

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Young Man (now) of Manhattan

By HUGO PARTON

Public Relations Consultant, Verne Burnett Associates, New York

HE WHO gives fair words feeds you with an empty spoon." That is not a quotation *from*, but a quotation *by*, W. Howard Chase, who started June first this year as Director of Public Relations of General Foods Corporation, New York.

Deeply ingrained is Mr. Chase's belief that public relations has two chief functions—to project the virtues inherent in an organization, and to reflect back to the management advance knowledge of social, economic, and public opinion trends.

Howard Chase was born near Omaha, Nebraska. The family soon moved to Sioux City, Iowa, where he went from kindergarten through high school. Extra-curricular activities included debating, editing, music, and dramatics.

In high school a trait, often called wanderlust, made itself manifest. During alternate summers he and a school pal started out for parts unknown, with never more than five dollars apiece as capital. They were gone the entire vacation and supported themselves by various tasks in various places. Nevertheless Howard, the rolling stone, managed to gather the largest number of credits ever received by any Central High School graduate to that date, and was a charter member of the National Honor Society, a high school Phi Beta Kappa.

Right after graduation the Chases moved to Ames, Iowa, where Howard assisted in the Visual Instruction Service of Iowa State College. Characteristically, he was listed in the faculty section of the college directory six months before he enrolled as a freshman. One year later he transferred to the University of Iowa. At the end of

the sophomore year, once again the itching foot or hungry mind took control, and Howard and his friend of high school days started to go around the world. This time the capital was \$50. The young Magellans didn't get to foreign shores but were gone eight months subsisting by such means as picking oranges in Florida and peddling toothbrushes door to door in Texas.

Returning to college, they decided to graduate with their class, and by dint of much—but not too much—grinding Howard got his degree, cum laude, in three years, a Phi Beta Kappa key, and a \$500 cash award given each year "to the graduating senior attaining a high general level of scholarship who gives promise of attaining the highest career."

Scraping together a few more hundreds, Chase enrolled in the London School of Economics. The closing of American banks in March, 1933, left him stranded in London, but with his last shillings he managed to get across the Channel and trek down through France to Cannes, where adventure on the Mediterranean awaited him.

Followed a bicycle trip through Spain and a tour of Morocco on a camel, after which Chase got back to London on a Japanese freighter, and finally to Iowa. He joined the Iowa State Planning Board, made studies of housing, worked for the United States Census Bureau and the Iowa Implement Dealers Association. In December, 1934, he enrolled as a graduate student at Harvard to do special work in sociology. One term later he became an assistant instructor in international relations at Harvard and Radcliffe, and in the summer of 1935 made a survey for the government on racial relation-

ships in the industrialized regions of Alabama.

The next few years added many stones to the Chase foundation. He was editorial writer on the *Des Moines Register and Tribune*, guest professor in International Relations at Drake University, chairman of the State Committee on Mental Hygiene, and a member of the governor's committee to foster the growth of the Public Forum Movement in small Iowa communities.

In 1938 he went to Washington as assistant to the president of the American Retail Federation. He staged the first Retailers National Forum in May, where precedent was broken by the fact that the principal speaker was the President of the United States, with six cabinet ministers at the top table. The speeches were broadcast over 400 radio stations—total cost to Retail Federation, \$6,000.

Washington life renewed Chase's interest in international affairs—and it still continues. He became associate editor of the Foreign and American letters of the Whaley-Eaton Service.

Then came a hard decision for Chase to make. He was asked by James F. Bell, Chairman of the Board of General Mills, to join that organization in Minneapolis as Director of Public Services. The challenge was too great to resist, as the responsibilities involved public relations in its widest sense for the world's largest millers—relations with the government, with the company's stockholders and employees, publication of the company magazine, conduct of the institutional advertising; in short, the human relationships in wartime of a large corporate enterprise.

In his three years at General Mills, Howard Chase had ample scope to make use of his varied experiences and talents and to provide sustenance for his hungry mind. His was not a desk job alone and he popped up at frequent intervals on both coasts.

Chase's background has brought him a perspective on, and a fervent belief in, the American way of life. In a speech on the subject he said, "Yes, there is flavor in the American way. A continent was crossed, populated, and its resources harnessed. If there was prodigality in the harnessing, if our forests, our oil, our minerals, the wealth of our soil—much of it—was consumed, put it down to the fact that this climate, this freedom, this love of individualism had combined to move mountains, to produce a spirit big enough to say, 'No job is too big for America to tackle' . . . this is no land in which to retreat from yesterday. This is a land in which to advance boldly on tomorrow."

In his public relations thinking, Howard Chase is an anticipator. He looks beyond the turn in the road. He believes that the buyer of products is a citizen as well as a consumer.

"The experience of twelve million men and women at war, the discontent that will arise among millions of war workers if asked to resume less prosperous pre-war status, the increasing educational levels to be expected as organized education acts to increase minimum standards, will all—it seems to me—contribute to the volume of the last question, 'What about the company that makes it?'

"The time is coming when the articulate citizen who is entirely satisfied with the quality, price, and availability of any product can and may put the product's maker out of business by not buying for social or political reasons."

Chase earnestly believes that no private industry can survive unless the majority of all the people think that the men and women who compose that industry make it a good outfit.

In brief, what you are comes first, what you say, second. That is Howard Chase's philosophy. And that is Howard Chase, the man.

THE WEATHERVANE

By VIRGIL L. RANKIN

Director, American Council on Public Relations

While Reconversion Waits

Chaotic is the word which seems to epitomize the Labor-Management situation. No one yet seems to have found the cure. In many cases where workers have returned to their jobs there is a feeling of unrest . . . that the situation is but one of temporary relief. New strikes are appearing on the horizon almost daily while one learns of others nearing the explosive stage. Public reaction seems not to deter strike activity. Resentment against striking machinists, whose action has tied up vessels needed to return servicemen to their homes, is great . . . Milk famine in certain metropolitan areas is damaging the workers' case in the court of public opinion, as is the bus driver walkout which is forcing thousands of people to seek substitute means for needed transportation.

Many people hold that neither management nor labor is very anxious to settle the current wave of strikes in a hurry. Public relations workers are in a quandary. Some able men frankly express disgust at the lack of honesty in negotiation procedures on the parts of both management and labor. Others, not operating at the policy level, plaintively declare their inability to cope with the situation. "We are seldom consulted until after the horse is stolen," they say.

The President's pronouncement of Government's labor policy has done little to bring about a meeting of minds among labor, management and government. Mr. Truman's middle-of-the-road message leaves both business and labor querulous. Keen students of the situation believe that we shall be faced with labor unrest throughout the com-

ing year, if not well into '47. Most unions, they say, will stick fast to their 30% wage-boost guns in an attempt to pry loose as big a chunk as possible now with a drive for more as quickly as reconversion gets under way.

The Corporate Report

The public relations worker who fails to study the labor press and labor's strategy is remiss in his duties. If he will but observe how labor's leaders have turned the corporate report to their own ends they can arm themselves with valuable information and persuasive arguments for the creation of more understandable, therefore more effective, annual reports.

The statement of corporate earnings *before taxes* makes acceptable, to the minds of the uninitiated, labor's pronouncement that corporate profits are excessive . . . That any reduction in the excess profits tax structure will make available huge amounts to meet demands for higher wages.

The recent report made by Dr. Claude Robinson (Opinion Research Corporation) confirms the need for public relations men to do a better job of interpreting corporate earnings to the public. Robinson's public attitude study discloses that the general public believes that corporate profits were about 30% during wartime and around 18% during years of peace.

Still more alarming is the disclosed attitude of workers. 75% of this group believe that corporate stockholders receive a greater share of the earnings than do workers.

Hostile critics of business have been exploiting the public prejudice against *profits*, using these *before taxes* figures to bolster their attack. Merryle E.

Rukeyser, International News Service commentator, advances arguments for what he terms a "streamlined income account" where taxes would be presented as an expenditure or a cost item . . . Profits would be renamed as *wage* payment for the use of *corporate* tools. Following this method, he points out, there would be no confusion as the only payment available to owners for the use of tools is a residual one, after other elements of cost (taxes, wages, salaries, goods and services purchased from others, etc.) had been met.

This procedure would forestall a critic in his effort to stir up prejudice against successful companies by pointing to their huge profits *before taxes*. His argument would become as weak as if he tried to refer to the corporate profit *before wages*.

Those Singing Commercials

The long suffering listener to whom radio commercials of the singing variety are anathema may find encouragement in the knowledge that even in father's day (before radio) singing commercials hit an all-time high. And then died. Fifty years ago "Sapolio" put out a song, paraphrasing the popular *Pinafore* product, and distributed millions of copies. Every piano boasted "Sapolio's" sheet music. Every home rang with "Sapolio" until it became a national nuisance. Public opinion exerted itself, as it has a way of doing, and a trend which seemed to be taking the country by storm quickly disappeared from the national scene.

Today, at least, one can attend the theater without observing a solid row of bald headed men, each with a letter of a product name painted upon his pate . . . Another ad stunt of a half century ago.

"Rocking Chair" Money

Posing a problem for public relations, particularly in the industrial re-

lations area, is our nation's unemployment insurance program. Many men still remember, only too acutely, the leaf-raking, shovel-leaning, make-work programs following the last war. They wonder if now, as then, large numbers of workers will be satisfied with such programs and the negligible amount of effort involved rather than return to regular productive employment.

Does the term "rocking chair" money reflect the attitude of those receiving this stipend? Is it too easy to get unemployment insurance money? Why, ask many men and serious minded workers, are there so many jobs going begging if unemployment is a problem? They point to the "help wanted" columns of the daily newspapers which are expanding across the pages . . . To the extensive advertising of the U. S. E. S. . . . To the giant signboards appearing in many plants proclaiming the need for workers. It doesn't seem to add up. Do the unemployed have qualifications for the jobs which are available? If not, perhaps measures should be taken to upgrade them. It has been suggested that vocational training schools be established for this purpose and that attendance at such schools be made a prerequisite to the receipt of unemployment insurance.

A Burr Is Removed

Long a minor irritant to residents of the great Pacific slope has been the six-point advertising phrase, "Prices slightly higher west of the Rockies." Public relations representatives of eastern and midwestern manufacturing centers who recognize the tremendous sales potential in the profitable, expanding western market will find interesting the new policy of Edison-General Electric Appliance Company. Evidence that this company no longer considers the western area as a *foreign country* is contained in their pronouncement that all household appliances of their manu-

facture will henceforth be uniformly priced throughout the nation.

A Problem in the Making

The attention of PR workers in government, veteran organizations and business is directed to the Surplus Property Administration's regulation No. 7. It can be a source of dissension among the three groups involved—business, the veteran and government. Business men are expressing concern over the regulation, which provides that veterans may have priority in the purchase of surplus goods. The veteran may open a store . . . Buy stock from S.P.A. at wholesale with three years extended credit . . . Purchase an automobile or other capital equipment. Objection is not to thus favoring veterans but to the loophole in the regulation enabling dishonest operators to buy, through veterans, merchandise at bargain day prices. It means, they say, unfair competition for established business and for the veteran who wishes honestly to avail himself of the opportunity provided by the regulation and ill will for the S.P.A. which administers it.

A Forward Step

Newspapers, by and large, in their daily contact with the public have been widely neglectful of their own public relations. It is therefore encouraging to find that at least one large newspaper organization is attempting to do something about it. The Inland Daily Press Association has adopted a public relations code and has presented to its member papers recommendations for a long-range public relations program.

Of particular interest is its recommendation that "every member of this association begin a study . . . of the services of his paper in all departments and of the reaction of the public toward them."

A War Lesson

No public relations man needs be told of the importance of consumer good will. There is a lesson, however, to be learned in many organizations . . . One which was emphasized during the war. That is, that consumers must also have the good will of their suppliers.

The housewife learned the soundness of this. If she had maintained good relations with her suppliers, the butcher and grocer, she found that she was in a favored position . . . That she received her share of scarce rationed items while her neighbor who had been constantly shopping around and playing one grocer against another or one butcher against the other found it difficult to obtain the things made scarce by the war. This was not unjust favoritism. The retailer was following the principle that whosoever will purchase must possess the price, which consisted of money, points and good will.

Many industries found themselves in positions akin to that of the disgruntled shopper. They had failed to maintain cordial supplier-creditor relations during the lush periods before the war. It illustrates the need for sound public relations practices in this division of business enterprise. It is a caution to the public relations worker not to overlook the purchasing department in his public relations planning.

"Fix your eyes upon the greatness of your country, and when you are impressed by the spectacle of her glory, reflect that it has been acquired by men who knew their duty and had the courage to do it."—*Pericles*.

The Returning Serviceman's Dilemma

By MARVIN M. BLACK

Assistant to the Director of Public Relations
Foster & Kleiser Company, San Francisco

A BRONZED young army captain, wearing two rows of campaign ribbons, the Purple Heart, and the Bronze Star, strode into my office the other day, shortly after his discharge from the Service. He had had some experience in public relations capacity in the Army, he said, and he sought my advice regarding a connection in civilian life.

"Were you doing public relations work in the business world before you went into the Army?" I asked.

"No, but I had several years' experience in newspaper work, and I know my way around pretty well in the city."

"That's fine, so far as it goes. But, unfortunately, most concerns today are cagey about taking on anybody in a public relations capacity who hasn't had public relations experience in business. They argue that experienced public relations men are needed more than ever to help corporate organizations adjust themselves to postwar economic problems.

"I can sympathize with you, and I don't doubt that you could do a good job, if given the opportunity. But I'm just giving you the facts, so you'll know what to expect when you go out looking for a connection."

The Captain's Reaction

The Captain's face grew red and his eyes flashed fire, as he rose to his feet.

"So that's the way it is! They want experienced men, do they? How in the devil do they expect us to get experience if they don't give us a chance? We didn't ask to be sent out there, you know. A lot of us went through Hell to make it possible for these smug, self-righteous guys to stay in business. And

this is the thanks we get!"

"Don't guts mean anything any more? Out there, when our commanding officer ordered us to go out after a certain objective, we went right ahead, and asked no questions. We didn't worry about whether we had had that particular kind of fighting experience. And we got results. I'm lucky to be alive. Lots of my pals didn't come back.

A Chance to Demonstrate

"All any of us veterans want is a chance to show what we can do. I know my limitations, but I can take it. Experience is important, of course, but it isn't fair to keep us back because we haven't been able to get that experience. Just give us an opportunity. We'll show you that guts is just as valuable in public relations as this 'experience' they talk so much about."

This incident represents what perhaps is typical of the feeling of thousands of returning veterans who served in the public relations departments of the Army, Navy and Marine Corps, and today are confronted with the problem of reconversion to civilian life. Many of these, who prior to entry into the Service had held public relations positions in business, have returned to their old jobs, or have been employed by other firms. Others, however, who were placed in public relations billets during the war, without having had previous public relations experience, are at a loss to understand why they have not been immediately accepted as qualified public relations men by corporate enterprise.

The writer appreciates their point of view, for he has just returned to civilian life, after having served a portion

of his nearly three-and-a-half years of active duty in the U. S. Naval Reserve in a public relations capacity. He can easily understand why it hurts those who did a good public relations job for the Service to be told that their experience is of small value in the business world.

Military Public Relations

But they have overlooked a very important point: Public Relations in wartime, for the Army, the Navy, and the Marine Corps, is vastly different from the continuing job of peacetime public relations that must be carried on by business.

During the war, one of the chief functions of the public relations department in the Service was to control the flow of news, and to channel it in such a manner as to arouse public morale and enthusiasm, without releasing information that would give aid and comfort to the enemy. It involved a careful appraisal of news value, of proper timing and of determining when to hold back a piece of bad news in order to coincide with the release of counteracting good news.

All this, of course, is a phase of publicity. (Right here, perhaps, the trouble lies in the all-too-common error of confusing publicity with the more inclusive term public relations.) Generally speaking, the men who staffed the public relations departments of various branches of the Service were former newspaper men, with wide experience in news gathering and in the technique of news interpretation. The record speaks for itself. These men did a splendid job of sifting the news, evaluating it, and timing it for release to the public. In wartime, this was a vital job, and a major task of the public relations department. But in peacetime, gathering and preparing news stories is only one aspect of the much more comprehensive task of public relations.

As far as the Navy was concerned, publicity took on a much wider scope through the work of the "Special Events" section. This section took an active part in ship launchings, ship commissionings, the reception and entertainment of survivors and notable figures from overseas. In many ways it helped to build good will for the Service. Such activity bears a very close resemblance to the institutional publicity of a large business concern.

But there is a great difference between the over-all results of such service and business public relations. To the public relations department of the Navy, where profit and loss did not enter the picture, cost was only an incidental item. Necessarily, winning the war was what counted, and the executives did not have to report to a board of directors to cast up accounts. In private enterprise, on the other hand, where the profit motive controls, cost is a major factor, and the director of public relations must justify every dollar spent.

Another Major Difference

Then there is another major difference in methods of operation. The public relations executive of the Navy Department, whether in Washington, or in one of the regional offices, is part of a rigid military organization, that necessarily works under strict rules and regulations. When an unexpected development arises, he cannot alter the routine except upon specific orders or directives from Headquarters. The corporate public relations executive works under a more flexible system which can be altered to fit the needs as soon as they arise. The corporate executive may rely on his own judgment; the public relations executive in the Service must conform to the letter of the law.

Again, in the Service there is no definite way to appraise accurately any

particular phase of public relations activities, since the main effort is concentrated upon winning the war, everything else being of minor significance. Mistakes may be made in choice of media; the release of information may have been ill-timed or too long withheld, but so long as the goal is achieved—that of promoting morale and arousing enthusiasm for the war effort—then the results are considered satisfactory.

In the case of private business, however, errors of judgment and mistakes in choice of proper media to carry on a public relations program can make the difference between success and failure, between profit and loss. In private enterprise, it is possible to gauge accurately the results achieved from use of specific media, or from some one phase of the over-all program. Where costly mistakes have been made, they can be corrected immediately, either by shifting the emphasis, or by overhauling completely the department responsible for the errors which threaten the economic soundness of the firm. For these reasons, it is not strange that private business hesitates to employ a public relations man unless management feels certain that he is familiar with their dollars-and-cents problems.

Therefore, it would be wise for the returning veteran to take stock of himself, to cast up accounts, to determine whether he is really fitted to carry on this phase of economic enterprise.

What Are Qualifications

What are some of the qualifications of a good public relations man? Is there anything esoteric about carrying on public relations work? Are some people "born" public relations men, or can one train himself to be an efficient worker in the business?

One is not "born" a public relations man, of course, but before he under-

takes the work he should possess certain attributes, or states of mind, that will contribute to success in the profession.

Does he like people? Is he a good mixer? Is he tactful? Does he have a good sense of humor? Does he have a "feel" for what to do in a tense situation? Does he have the ability to encourage cooperation with others with whom he works?

These are only a few of the questions the veteran should ask himself. But they are questions which he should carefully ponder before he embarks on a public relations career.

A Veteran Takes the Job

And the veteran need not feel too hurt because his qualifications and desires are not quickly appreciated by business managements on whom he calls seeking employment. He *will* be given his chance, and if he makes good the future lies open to him.

Let me cite a case in point. A Lieutenant Commander was talking with the elderly president of a company which employed a public relations staff of six men. He wanted a job.

"I'll put you on at \$275.00 a month," the president said. "That's the best I can do. You'll be given a chance to get ahead if you make good."

The Lieutenant Commander pondered the offer for a moment. Then he smiled.

"I'll take the job," he said. "There are two reasons. The first is that I have confidence in my capacity to make good for you. The second is that if we don't hit it off well together I can seek another opening—and in that event I'll be a man *working at public relations* who is trying to better himself."

Both men smiled in understanding, and the deal was consummated.

Today, only three months later, the veteran is receiving \$400 a month and

he and the president of his company are as happy as can be over his splendid progress.

Yes, the veteran has a difficult problem in getting into public relations work. But he can solve that problem by using the same intestinal fortitude and resourcefulness that he demonstrated while in the Service. He has an objective to take, and he can take it if he wants badly enough to do so.

Business management will be only too glad to coöperate, he'll find. All that business executives want to know is that the veteran does not come with an exaggerated idea of his ability; that he

is modest in his thinking about his qualifications and willing to prove himself on the job.

Of course, there is one big hitch in the situation. That is the number of public relations jobs that are available. If every man and woman who has been in public relations work of any kind in the service tries to enter the field upon returning to civilian life, nothing but heartburn and disappointment await thousands of veterans. There simply are not that many openings to be filled, at least not unless and until public relations expands greatly beyond its present limits.

The People of a City Extend an Invitation

(Continued from Page 24)

ing, copy slants, and other details. The completed job had to be ready for Washington just nine days later.

Viewing the magnificent book which was the final result of this group effort it is difficult to believe that it was prepared in such a short space of time. Seventy-two pages, 14" x 18" in size, bound in saddle leather with sheet magnesium covers bearing a gold seal of San Francisco. The polished metal bears a simple engraved greeting: "Presented to the United Nations Organization by the People of San Francisco."

More than 3000 photographs were examined in the selection of the less than 100 included in the book. Those used were actual enlarged prints mounted on heavy bristol. Copy, brief and to the point, was prepared by Joseph Henry Jackson, Literary Editor of the *San Francisco Chronicle*, and was printed on handmade paper.

Follows U.N.O. Specifications

On the first pages of the presentation

appear a greeting from the Mayor of San Francisco and an official Board of Supervisors' resolution. The following pages tell the story of the Bay Area, using as a guide the list of specifications which the United Nations Organization had laid down as essential for a headquarters location. Sections were devoted to transportation facilities, communications, international atmosphere, library, cultural and recreational facilities. Concluding pages provide a complete statistical section arranged for quick and convenient reference.

The completed book left for Washington in the custody of Robert Kenny, Attorney General for the State of California, on the 7:30 plane on the morning of October 10.

If San Francisco Bay Area is the choice of the United Nations Organization for its World Center there is little question but what the unselfish effort of the task force in creating this public relations presentation will have played an important part.

"If I Were Boss..."

◀ WHAT THE WORKERS TOLD US

By BEN S. TRYNIN

Research Editor, American Council on Public Relations

A FEW WEEKS ago, Dr. Robert N. McMurry, psychologist (Chicago), made these remarks to a group of 100-odd industrial relations and personnel directors, and top-management executives, gathered in October at Palm Springs Conference, sponsored by the Merchants and Manufacturers Association of Los Angeles and the Los Angeles Personnel and Industrial Relations Association:

Not in the Demands

"Defective shower heads and lack of good toilet facilities, and supervisors who fail to notice these lacks and have them corrected, do much to keep worker annoyances alive. You'll notice that when labor unions present their yearly demands, they never mention these things, because, if these were corrected, a powerful cause of labor unrest and motivation for union support, would be removed."

Wage demands, of course, are only a single tangible form of "rationalization", when union representatives meet management-men in an effort to improve next year's relations.

An attitude survey conducted, within the past year, among six "random sample" groups—comprised of 1500 men and women employed in six Los Angeles war plants—revealed the following:

"If you were Boss, what changes would you make in your present job?"

28% Changes in supervision

23% " " wages

15% " " working conditions

13% Changes in methods

10% " " safety

11% " " other matters

28% of the employees had "no changes" to suggest. *One-third* of the employees offered *two-thirds* of the complaints. One man provided five complaints himself.

This community-wide survey was conducted by the Merchants and Manufacturers Association research department, of which the author has been in charge, via a written questionnaire addressed to every 10th employee listed on the payroll of:

- (1) A public utility;
- (2) A bottling plant;
- (3) A glass factory;
- (4-6) Three war plants.

Inexpensive and Effective

The written questionnaire method was used for an educational purpose—to demonstrate to local employers that even a written questionnaire-survey (although admittedly inferior to other known methods) could yield, effectively and at low cost, some information to management which management ought to know. One in every 8 of these employees replied. Asked whether "government will ultimately own post-war industry":

90% said "no"

4½% said "partly"

4½% did not state

1% said "yes"

This question was put on the theory that "people predicted as they hoped." Apparently, *nearly all favored post-war free enterprise*.

Another question was: "What, if anything, worries you most today?"

- 30% said "after war" affairs
- 18% said "money"
- 14% said "health"
- 10% said "family affairs"
- 3% said "next year's job"
- 25% said other things, not mentioned above.

Apparently, 82% were worried about matters other than money.

A catch-question was: "Everything considered, do you feel satisfied with your present 'state of affairs'?"

- 69% said—yes
- 27% said—no
- 3% —no answer
- 1% said { sometimes "yes"
 sometimes "no"

Candid, Willing, Helpful

Those who believed themselves to be maladjusted were nearly all married men and women "boarding out". The women were largely war-wives, worrying about unattended children and husbands in the service, uprooted from normal domestic life.

Comments were illuminating. In one company, the employees had no complaints. An employee explained: "If the time ever arises to tell the boss off, all we have to say is what is on our mind, as the boss is one of the boys."

In another company, two workers expressed strong anti-union opinions. Said one employee: "Paying tribute to an organization of gangsters for the privilege to work is not what our boys are fighting for."

In a third company, a rift between the plant-manager and foremen was evident; employee sympathy was split between them.

In every case, employees seemed surprisingly candid, willing and helpful in presenting their viewpoints.

One anonymous shop worker wrote: "Management could also do well to regard labor as individuals with appetites, who could be friends. There are 3 appetites—sustenance, sex and self-importance. Individuals will go to great lengths to satisfy these appetites. Management's concern with the first two can be adjusted by the employee through wages in maintaining his home and social life. The third appetite for self-importance can be throttled by rigid discipline as in the Army, or encouraged by skillful adjustment. In either case, the individual continues to strive for it, until he feels that he is frustrated beyond any chance."

"Management can provide the chance!"

"Management can make friends!"

"The best way to make a friend is to be a friend."

Another blamed everything from Big Business, Bank of England, Merchants and Manufacturers Association, to the Jews. Another was angry because of visible lack of post-war planning by the management, and the stubborn attitude of a few key men.

Management Must Lead

It was evident—from this experimental effort—that a wider attempt by local management to learn true attitudes of employees could be nothing but helpful. It is the profound conviction of many business leaders today that if management would make every effort to contact its employees closely, to provide an open channel for the transmission of large and small grievances without the intervention of external channels, a better state of employer-employee relationship could be established on a wide-spread basis; and that *management itself should take the first step of leadership* in this direction, without waiting to be prodded by labor union representatives, agitators, or even politicians.

SHOULD PUBLIC RELATIONS BE A PROFESSION?

KINSEY N. MERRITT

GEN. MGR., PUBLIC RELATIONS, RAILWAY EXPRESS AGENCY, SAYS:

MANY a public relations man is wont to refer to his calling as a "profession." That is understandable, but is it accurate and ethical? Is it right to accredit this newly discovered art of reading and interpreting the public mind with truly scientific, professional standards? Frankly, I hardly think so.

Just as the term "public relations" is subject to many varying interpretations, so the exact meaning of "profession" is equally elusive. Even the dictionaries are not very helpful. This one is typical: "An occupation that involves a liberal education and mental rather than manual labor."

We think of a profession as a science or craftsmanship calling for expert knowledge and experience on extremely high standards set and recognized by the state. The practitioner cannot practice without years of close study and devotion to the subject, to equip himself to pass legal tests and thus earn the right to enter the profession he has elected to make his life-work.

What public relations counsel or officer can honestly ascribe to himself the widely recognized status of the doctor, the dentist, the scientist or even the clergyman? Very few I believe; those who cherish their standing absolutely refuse to do so. Indeed, "profession," as applied to the public relations business or industry, or what have you, has been so loosely used that it has become a habit, for the want of a better word. The outstanding men in this field shy from claiming any degree of professionalism. They know that by doing so, they would violate the repu-

tation for integrity which has contributed so much to their success.

After all, the whole question is academic and unimportant. What counts most is that, in behalf of his own calling, the public relations man practices what he preaches. He should contribute his best skill and understanding to its welfare. He should place the ethics of his calling on the highest possible scope of constructive value to the nation's progress. He can impress its virtues upon his clients or the company which employs him, in the same way he provides the expert counsel which they expect of him to attain increased prestige for their products or service.

I am one of those who believes that public relations will play an increasingly important role in our business and home life in the postwar period now at hand. Nothing but good can come from the sustained efforts that will so widely be made to gain and hold public good will. But little can be left to the novices, or those of easy conscience, if this encouraging trend is to be continued. The press agent and the publicity promoter are likewise poorly equipped to advance the welfare of this new spirit of public relations.

Rather its progress must come from the sincere, experienced men who have long shown high ideals of practice and integrity of purpose in all the various worthwhile causes and interests they sponsor. Actually, they do not require a profession; they need only to be themselves. Professional status is not something that can be established by action on the part of some group. It must be earned by the individual.

HAROLD MANSFIELD

PUBLIC RELATIONS MGR., BOEING AIRCRAFT CO., BELIEVES:

BECAUSE public relations was originally an outgrowth of publicity activities, its scope is too often regarded in the more limited sense of "publicity." To have the practice of public relations more widely recognized as an established profession, involving special knowledge and abilities, would be desirable as a means of overcoming this older concept of the work.

In the broad sense of the term profession, public relations already qualifies. But to set the occupation up as a profession in the strictest sense, with legalized practitioners as in law and medicine, would be undesirable because it might tend to limit their use to times of trouble.

The job of public relations is to try to keep out of trouble, not merely to get one out of it. Here are some examples:

1. The things that are done by a corporation are normally in the public interest. The public should constantly be told so and it will appreciate them.

2. When a decision is about to be made that is undesirable from the public relations standpoint and a better course can be worked out, it is the job of public relations to advise the proper decision.

3. Sometimes the things that must be done are not in the interest of one or more groups of the public. Then it is the job of public relations to tell why, and thus avoid misimpressions and misunderstandings.

4. If a political obstacle confronts a company, conveying a proper understanding of the problem from the organization's standpoint is essential to successful overcoming of the problem.

5. If market development or market retention is the problem at hand, then keeping the customer informed both of the product and the reason why it is good—the institution and the policies

behind it—will help to cause him to buy and to feel good about his purchase.

The way to accomplish all these and other objectives of public relations is not to consult a "physician" when the problem has attacked, but to carry out a constant program of sound public relations consultation and operation. Whether this is accomplished through staff operation or through an outside public relations organization, or both, is not material, so long as the job is actively and competently done.

To achieve this result requires:

1. Appreciation by management of the importance of public relations.

2. Competent public relations personnel.

Giving the activity the stature of a profession will probably help in both instances, but in neither case does it necessitate a formal or legalized status. Appreciation of the importance of public relations can best come through demonstrated results, plus salesmanship on the part of public relations officers. Competence in this multi-sided field requires certainly a thorough, liberal education, typical of a profession, but it also requires practical experience with as many as possible of the problems confronted and the techniques used. Perhaps more important, it requires good ability to size up a situation and good judgment in determining the best course. This cannot necessarily be obtained through a prescribed education or a legal requirement. It is a talent that stems from many sources.

As these combined qualities become evident in more and more public relations work throughout the country, the occupation will gain increased stature and recognition as a high type and valued profession. I believe the process of its attaining this status is now going on and is, in fact, well along the way.

My "Never-Again" Book

By JEAN COMAN

Director of Training, Hale Bros. Stores

THROUGH the clutter of soiled napkins, cigarette butts and general debris, I made my way to the counter of a national chain drug store for a snack. I chose the stool beside a little old lady who had just seated herself in a compact bundle to avoid overlapping on those next to her. In a self-contained manner, she was surveying the menu, eyes glued to the right. Her composure was pierced by the waitress' abrupt demand, "What do you want . . . make up your mind."

Before the customer could recover from the onslaught, our straw-boss waitress was shouting to a new girl, several stations down "Didn't I tell you not to put so much chocolate in the milk-shakes?" At this point, I ventured meekly to ask for a cup of coffee, if it wasn't too much trouble. I really wanted a milk-shake.

The coffee was hurled in my general direction with such vigor that half was lost in transit, drenching the little old lady and me. The waitress had no eyes for the casualty, they were fixed on the entrance door. "Will they never stop coming?" she stormed at the world in general.

Composedly, my fellow-sufferer pulled from her purse a well-worn black note-book. Confidentially, she whispered to me, "This goes in my never-again book." As she slid from her stool, without buying, I wondered about the personnel selection, the training and the supervision policies of this now busy drug store.

Nurtured in the illusion that the customer was uniformly right, the buying public has found itself unprepared for scowls and growls. "Service with a smile," before Pearl Harbor was apparently so genuine as to make parting with our folding money practically a pleasure. Now that V-J day has come, how will the nation react to the return of courtesy? We will be better able to recognize the genuine as opposed to the "bait" smile. We shall remember and return to the cigar-store clerk, who said "No" with a smile, and was truly sorry to be saying it.

Listed in our "never-again" book, will be:

The hotel in New York, our favorite for years, until we were brusquely informed that our reservation wire had not even been opened.

The railroad whose train provided no club car, no vacant seat, no standing-room on the platform, and yet the porter grimly insisted on making up our berths at 7:00 p.m.

Our customary department store, until the once-pleasant face of the saleswoman froze into the icy reply, "Just what you see on the counter, madam."

The gasoline station too busy to wipe the windshield for a mere three gallons.

Tomorrow we shall have regained our inalienable right to buy what we want, where we want. Where will we go? Like homing pigeons, we will return to those gracious, over-tried persons, who said "NO" . . . reluctantly, and said it with a smile.

*"The next big job for civilization is to
lessen the distance between human hearts."*

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A LETTER FROM THE PUBLISHER OF THE PUBLIC RELATIONS DIRECTORY AND YEARBOOK

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Cordially,



URIEL DAVIS,
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